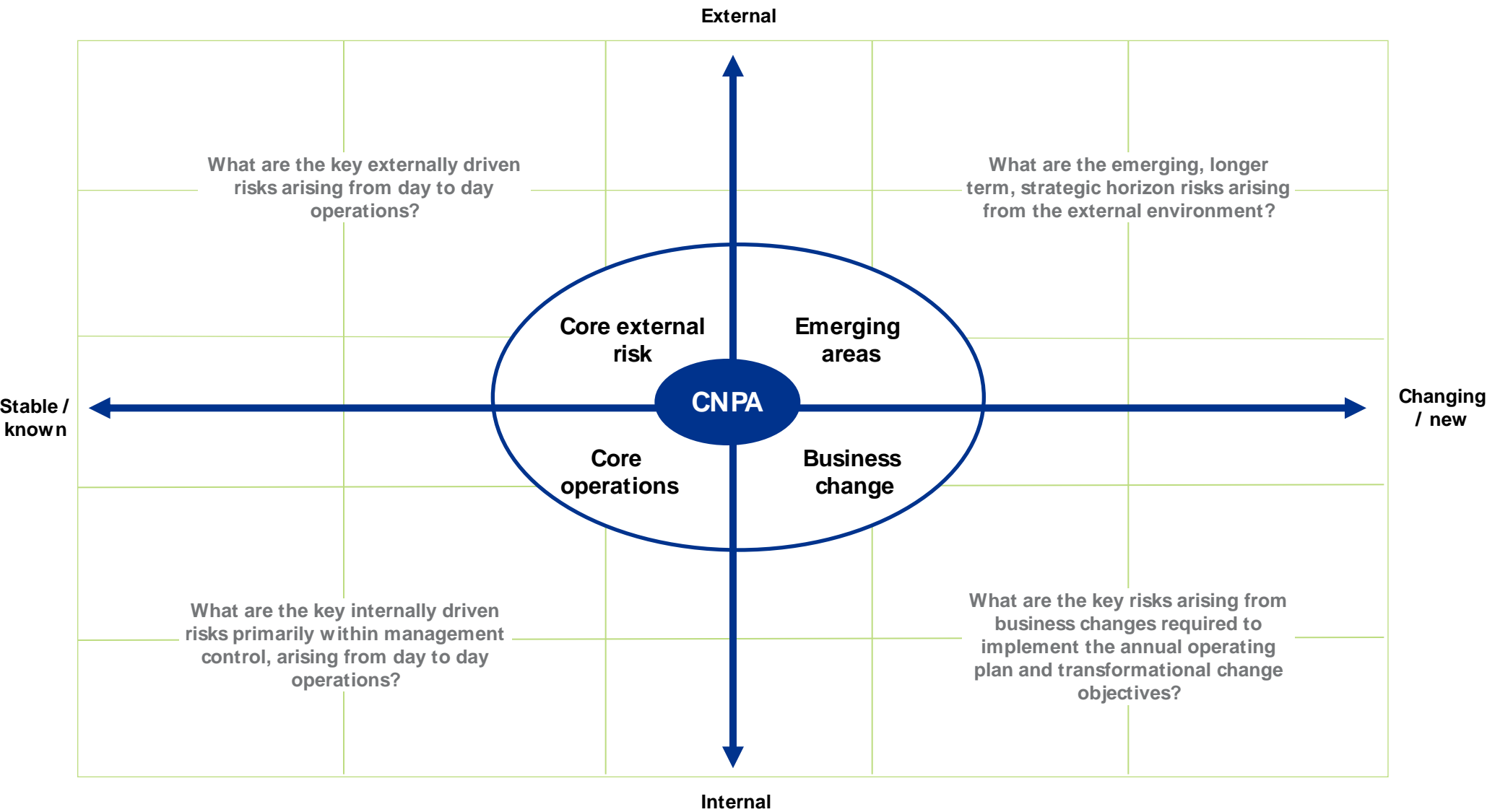
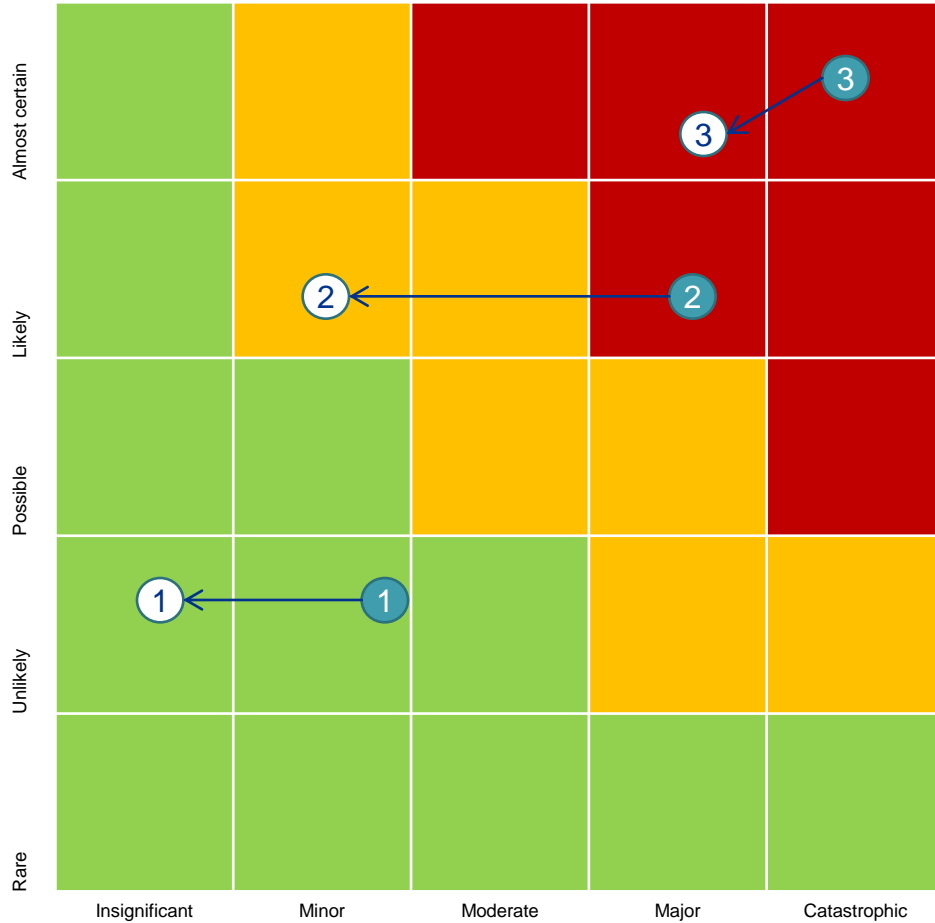


1. Introduction
2. Background – risk profile, grading and appetite
3. Risk identification
4. Risk grading



Event is expected to occur in most circumstances	Almost Certain (multiple in 12 months)	5	Likelihood					
				Event will probably occur in most circumstances	Likely (once in 12 months)	4		
Event should occur within a 3 year period	Possible (once in 13 months – 3 years)	3						
Event could occur at sometime	Unlikely (once in 3 - 10 years)	2						
Event may only occur in exceptional circumstances	Rare (once in > 10 years)	1						
				Impact				
			1	2	3	4	5	
			Insignificant	Minor	Moderate	Major	Catastrophic	
<b>Finance</b>	< £10k net	£10k - £50k net	£50k - £100k net	£100k - £250k net	> £250k net			
<b>Reputation</b>	<i>Negative feedback but no loss</i>	<i>Negative feedback leading to some loss</i>	<i>Negative feedback including local press coverage leading to a moderate loss</i>	<i>Negative feedback including press coverage leading to major loss</i>	<i>Negative feedback including press coverage leading to substantial loss</i>			
<b>Regulatory</b>	<i>Minor breaches that can be remedied quickly and locally</i>	<i>No penalty/sanction but additional resources and time required to rectify</i>	<i>No penalty/sanction, disruption to operations resolved within 1 month</i>	<i>Penalty/sanction, disruption to operations resolved within 3 months</i>	<i>Significant disruption and cost to operations over an extended period of time</i>			
<b>Management Effort</b>	<i>Impact can be absorbed through normal activity</i>	<i>Impact can be absorbed but management effort is required to minimise the impact</i>	<i>Impact can be managed under normal circumstances but requires additional resource</i>	<i>Can be endured with proper management but may involve changes in management</i>	<i>Severe impacts leads to a change in the Authority's management structure</i>			



Gross risk

Net risk

Net risk	Risk
Green	Risk 1
Yellow	Risk 2
Red	Risk 3

Risk Name	Description	Likelihood (Gross)	Impact (Gross)	Controls / mitigating factors	Likelihood (Net)	Impact (Net)	Owner
Risk 1							
Risk 2							